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ABSTRACT

A bibliography on organizational effectiveness that contains approximately 515 references, dated primarily since 1970, is presented. The focus is the organizational level of analysis, rather than individual effectiveness or environmental (e.g., economy) performance. The literature included comes from the organizational sciences, higher education, public administration, business policy, and the disciplines of applied psychology and sociology. Special emphasis is given to the literature on effectiveness in higher education, although the concept of organizational effectiveness has not been widely used in higher education research and writing. (SW)

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ORGANIZATIONAL EFFECTIVENESS

A Comprehensive Bibliography

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ORGANIZATIONAL EFFECTIVENESS
A Comprehensive Bibliography

Organizational effectiveness is a central concept in the study of organizations. It generally is considered to be the ultimate dependent variable in research on organizations, and it lies at the heart of almost all theories about organizational behavior and performance. Unfortunately, the concept of organizational effectiveness has not been well-defined. Authors use the term to refer to a variety of phenomena, and there is wide diversity in the criteria used to assess it.

Because of the confusion surrounding the literature on organizational effectiveness, no previous attempts have been made to compile a bibliography on this subject. This is because the relevant literature is sometimes found under headings of organizational performance, productivity, accountability, organizational health, financial solvency, survival, adaptation, resource acquisition, efficiency, quality, outcomes, and a variety of other terms. Moreover, organizational effectiveness sometimes refers to individual person (e.g., manager) performance, sometimes to subunit (e.g., department) performance, sometimes to organizational (e.g., university) performance, and sometimes to environmental (e.g., the economy) performance.

A bibliography that attempts to be comprehensive in covering all possible levels of analysis and all possible meanings of effectiveness would be so lengthy and diverse as to be of little use to students of organizations. Therefore, in this bibliography, we have constrained the definition of effectiveness, the level of analysis, and the literatures from which we obtained entries. The literature included comes from the organizational sciences, higher education, public administration, business policy, and the disciplines of applied psychology and sociology. The organizational level of analysis is the focus of attention (that is, <u>organizational</u> effectiveness is considered, not individual effectiveness or environmental effectiveness). Special emphasis is given to the literature on effectiveness from higher education, although the concept of organizational effectiveness has not been widely used in higher education research and writing.

Within these constraints, this bibliography claims to be both comprehensive and unique. It is the only one of which we are aware. Hopefully, its compilation will help to stimulate more research on the subject of organizational effectiveness, particularly in higher education, and to generate a better understanding of the ways to improve the effectiveness of organizations in our society.

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